

CALIFORNIA STATE UNIVERSITY, EAST BAY

Designation Code: **2008-09 CAPR 42revised2**

Date Submitted: October 20, 2009

TO: The Academic Senate
FROM: Committee on Academic Planning & Review (CAPR)
SUBJECT: CRJA Program Review 08-09
PURPOSE: For Action by the Academic Senate

ACTION

REQUESTED: That the Academic Senate approve the attached revision of 08-09 CAPR 42 and the following CAPR recommendation from the 09-10 committee:

Acceptance of the Five-Year Program Review of the BS Criminal Justice Administration and Approval of the Continuation of the Program without modification, ~~but with annual monitoring~~

BACKGROUND

INFORMATION: CAPR was asked by the Excom of the Academic Senate, at its meeting on October 13th, to revise its document 08-09 CAPR 42 concerning the program review for Criminal Justice Administration and its recommendation to accept the five year review submitted in 08-09 and recommendation for approval of the program for continuation without modification, ~~but with annual monitoring~~. Specifically, CAPR was instructed to clarify language it included with respect to resource allocation and to modify inconsistent language within the document. CAPR hereby submits this revised document with the modifications shown as either struck out (eliminated) or underlined (added) text.

Executive Summary

The Department of Criminal Justice Administration has defined certain goals in order to enable it to continue to meet the rapidly increasing demands of criminal justice administration. To achieve these goals, the department is focusing on 1) increasing tenure-track faculty; 2) increasing course offerings and advising at the Concord Campus; 3) continuing to develop the curriculum to keep progress with trends in the discipline; and 4) pursuing the graduate degree in Criminal Justice Administration to meet the demands of students and to keep the CSUEB competitive.

The department has experienced growth in the number of its majors, but has had no increase—and will shortly experience a decrease—in the number of tenure track faculty from 5 to 4.5 (due to FERP). This has placed a tremendous amount of work and stress on the faculty and staff, particularly in the area of student advising and in the number and frequency of course offerings for majors. Statistics for the fall of 2008 show the department's SFRs (Student Faculty Ratios) to be around 38. Another area affected by the constraints on faculty and staff is the assessment of student learning and performance outcomes. While the department has made some progress in this direction, it has yet to develop or implement any formal plan of assessment. Members of the department recognize the importance of such matrices, but think that they have lacked the time and assistance to satisfactorily complete such a plan.

Interest and employment in the field of Criminal Justice remain high. In spite of its limitations, the Criminal Justice Administration Department strives not just to maintain its program, but to enhance it. In order to better accomplish this, the outside reviewer recommends that the department spend more time meeting together with a focus on developing a clearer sense of itself and its goals for the future.

CAPR RECOMMENDATION FOR CONTINUATION OF THE PROGRAM

CAPR recommends the continuation of the BS Criminal Justice Administration without modification. **however,** CAPR also wishes to **monitor the program annually in order to** ensure that a focused plan is created and progress is made on assessment. This **monitoring** will take the form of CAPR review of CRJA annual reports to evaluate efforts to address the concerns raised in this review. The date of the next Five-Year review will be ~~2013-2014~~ 2014-15 assuming the Academic Senate approves the delay of all program reviews by one year beginning 09-10.

CAPR Report

1. BACKGROUND

1.1. Overview description of program

Criminal Justice Administration offers a Bachelor of Science degree. The major consists of two options: Option A—Law Enforcement and Administration and Option B—Corrections. The Criminal Justice Administration Department has undergone several changes since the last five-year review (2002), including the following:

- In response to the outside reviewer's suggestions, the department modified its major so that the majority of the coursework, especially upper division, is within the department. Currently, only one required upper division core course is outside the department, POSC 3410 Law and Society.
- In fall, 2006, a Forensic Science Option for the BS in Biology and BS in Chemistry was created. This includes Criminal Justice courses and seminars. These new degrees are much better for students pursuing careers in crime laboratories than was the Special Majors option which had been offered in collaboration with the Biology and Chemistry departments. There are currently approximately 40 students pursuing the Forensic Science Option in Biology or Chemistry.
- The department was able to hire a new tenure-track faculty member with a Forensic Science specialty beginning in fall, 2008. However, the department lost a senior faculty member in summer 2008. Thus, the department experienced no net gain in tenure track faculty.

The Department has an active student club which brings speakers to campus, organizes employment fairs, courts, crime labs, jail and penitentiary visits and supervised tours of police target ranges and offices.

Several learning tools are available to students. Coursework often requires research on literature sources, data, and internet resources. Courses include practical application of theories and principles (such as in 3610 Police Organization and Management, 3800 Comparative Evidence and Evaluation). Several courses also have class projects and presentations which encourages students to work together and to prepare for public speaking.

1.2. Overview of the documents submitted to CAPR

The report to CAPR included:

- A self-study
- A five-year plan
- Annual reports to CAPR (2007 and 2008)
- Report of the Outside Reviewer
- Program response to the outside Reviewer's Report

2. FIVE-YEAR PROGRAM REVIEW/SELF-STUDY

2.1. Summary of Specific areas of the Self-Study

Program achievements

- Revision of the Bachelor of Science degree requirements in Criminal Justice Administration
- Development of the freshman cluster, CRJA 1100 *Behind Bars: Incarceration and Creative Alternatives*
- Development of multiple new upper-level CRJA courses
- Increased the number of CRJA majors from an average of 338 to over 380. The average number of minors was about 40 for the same period.
- Creation of the Forensic Science Option for a biology or chemistry degree

Curriculum and Student Learning

The department self-study recommendations from the last five-year review suggested that:

- 1) All core courses should carry the CRJA prefix and be taught by tenure-track faculty in the Department of Criminal Justice Administration;
- 2) The criminal justice curriculum should be built exclusively upon criminal justice courses that are relevant to the delivery of a truly quality criminal justice education.

CRJA Department changes implemented to further these aims include:

- The upper division Core requirements are mostly CRJA courses with CRJA 4127 *Crime Theory* replacing SOC 4740 *Criminology*. The only remaining non-CRJA course is in Political Science which is currently being re-evaluated.
- The required courses in the Corrections Option are all now CRJA courses: CRJA 3100, CRJA 4121, CRJA 4730, CRJA 4700. These are primarily taught by tenure-track faculty. CRJA 4123 *The Crime Victim* replaced SPCH 3530 *Interviewing Principles and Practices* which was less appropriate to current trends.
- The elective area was revised from a general list of recommended courses to required specialized clusters of courses in one of four areas of direct interest and career planning. The areas are: *Criminal Justice System; Offender Treatment/Reform; Legal Aspects; and Social and Cultural Perspectives*. Student interest in taking courses in multiple areas prompted the requirement to be relaxed to a recommendation.
- The modifications to the Bachelor of Science Degree have allowed the program to better address student expectations and justice agencies' need for theoretical and applied knowledge as well as to prepare majors for graduate studies and to enable the program to compete with those offered at local state universities at Stanislaus, San Francisco, Sonoma, San Jose, and Sacramento.

Students, Advising, and Retention

- The number of criminal justice majors has increased from 277 in 2001 to over 380 in the Fall Quarter of 2008. Other data show the CRJA majors may be as high as 540 with students taking courses when their schedule allows.
- The most current data (Fall 2008) show a steady increase in the Student Faculty Ratios (SFR) to 38. This number is consistently among the highest in CLASS.
- In order to meet student needs, the department continues to be dependent on part-time faculty. These part-time instructors, however, cannot provide the service and level support to effectively offset the demands on full-time faculty. In particular, they cannot handle functions such as advising and committee service.
- Faculty and staff typically advise 20 to 30 students daily. Estimates are that over 100 students per week seek academic/career advising. This does not include the number of phone calls, emails and drop-ins of non-majors, etc.
- The lack of tenure track faculty remains the most significant inhibitor to delivering the major, shortening time to graduation, increasing the number of majors.

- The planning and implementation of a student assessment mechanism has been delayed due to limited faculty availability and a lack of technological assistance and support. The department does assess student and program performance using student/faculty evaluations.
- In the fall of 2008, the department prepared a Draft Critical Thinking rubric to be tested in two upper division core courses. The results are not yet available, but the department anticipates that this will be one of a number of assessment instruments it will utilize.
- The department has developed a comprehensive assessment plan but is limited in the ability to implement the plan for all the criteria. The intent is to gradually add criteria as time and resources allow.
- CRJA faculty has also discussed the possibility of a capstone course in the senior year. However, the limited number of faculty members in the department makes this difficult to manage.

Faculty

One recommendation from the department’s 2003 self-study was that the Provost authorize the immediate recruitment of four tenure-track faculty members to cover the General Education Program, the Law Enforcement and Administration Option, the Corrections Option, core area and Contra Costa Campus.

In 2004, two of the department’s senior faculty members, Drs. Carmichael and Neithercutt, retired. The department was able to hire an assistant professor in the fall of 2006. Then, in 2007-2008 CRJA was given authorization for two tenure track hires—one in Forensic Science and one in Law Enforcement. While the former search was successful, the latter was not. The department’s request to carry its search over into the 2008-2009 year was denied. While the department did get a new hire in Forensic Science, it was offset when a senior faculty member, Dr. Cadwallader, resigned in the summer of 2008. Dr. Zajac, the department chair has 0.44 release time. The number of tenured/tenure track faculty in the department is currently five. This summer that number will be 4.5 when the most senior faculty member will be entering the FERP program.

Requirements

- Programs meet the 180 unit limit.

2.2. Summary of Supporting Data

Department of Criminal Justice Administration

<i>A. Students</i>	Fall Quarter							
	2001	2002	2003	2004	2005	2006	2007	2008
1. Undergraduate	277	295	294	367	386	384	375	
2. Graduate	0	2*	2*	5*	1*	1*		

3. Total Number of Majors	277	297	296	372	387	385	375	
4. FTES Generated	137.8	147.2	140.0	155.7	167.5	192.8	180.07	
*No graduate courses in CJA								
B. Degrees Awarded	College Years							
	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09
1. Undergraduate	104	81	82	87	100	122	119	38
2. Graduate	0	0	0	0	0	0		
3. Total	104	81	82	87	100	122	119	38
C. Faculty	Fall Quarter							
	2001	2002	2003	2004	2005	2006	2007	2008
Tenured/Track Headcount								
1. Full-Time	4	4	5	4	4	5	5	
2. Part-Time	0	0	0	0	0	0	0	
3. Total Tenure Track	4	4	5	4	4	5	5	
Lecturer Headcount								
4. Full-Time	0	0	0	0	0	0	0	
5. Part-Time	2	4	1	1	3	3	2	
6. Total Non-Tenure Track	2	4	1	1	3	3	2	
7. Grand Total All Faculty	6	8	6	5	7	8	7	
Instructional FTE Faculty								
8. Tenured/Track	3.7	3.7	4.7	4	4	5		
9. Lecturer	1.6	1.9	0.3	0.4	1.1	0.8		
10. Total Instructional FTEF	5.3	5.6	5	4.5	5.1	5.8		
Lecturer Teaching								
11. % Lecturer/Total Instructional FT	30.2%	33.9%	6.0%	11.1%	21.6%	13.8%		
12. FTES Taught by Lecturer	46.4	63.2	10.9	27.2	52.5	40		
13. % FTES Lecture/FTES Generated	33.7%	42.9%	7.8%	17.5%	31.3%	20.7%		

<i>D. Student Faculty Ratios</i>	Fall Quarter							
	2001	2002	2003	2004	2005	2006	2007	2008
1. Tenured/Track	28.84	30.50	23.24	27.55	28.8	30.6		
2. Lecturer	34.0	34.0	40.5	51.3	49.1	50.0		
3. SFR By Level (All Faculty)	26.6	26.6	28.3	34.4	33.0	33.2		
4. Lower Division	30.6	30.6	39.4	46.2	45.7	41.5		
5. Upper Division	25.4	25.4	24.7	30.0	29.2	30.2		
6. Graduate	0.0	0.0	0.0	0.0	0.0	0.0		
7. Number of Sections Offered	23	22	14	16	21	23		
8. Average Section Size	38	25	38	37	31	31		

3. OUTSIDE REVIEWER'S REPORT AND THE DEPARTMENT'S RESPONSE

3.1. Outside Reviewer's Report

Dr. Phyllis B. Gerstenfeld, J.D., Ph.D. chair of the Department of Criminal Justice at CSU Stanislaus visited the CSUEB Department of Criminal Justice Administration on February 23, 2009. She met with the department chair, the tenured/tenure track faculty, several lecturers, and the department secretary as well as CRJA students. Dr. Gerstenfeld had favorable remarks regarding the changes made by the department in response to the previous outside reviewer's suggestions. Among the things she noted were:

- The modification of the curriculum to make certain that all core courses are CRJA courses was consistent with programs at other universities.
- The new courses developed by CRJA, particularly those in forensics, were relevant to changes in the field.
- The program's requirements are both reasonable and consistent with other programs.
- Students expressed much more satisfaction with department advising than with the University Advisement Center, even though the CRJA advisement load is exceptionally high.
- All faculty members have active and reasonable research agendas, even though the heavy workloads make implementing them difficult.
- The department's desire to create a Masters program is strongly encouraged. Given the difficulties working professionals have in travelling to more distant universities to further their educations, the department should continue its efforts in this area, as resources permit.

Concerns:

In spite of the improvements to the curriculum, the reviewer noted that there were “still some substantive areas that remain unaddressed within the core curriculum.” These include the areas of juvenile justice and criminal procedures. She noted, however, that the department’s limited resources might preclude remedying the situation anytime soon.

The reviewer stated that the greatest challenge the CRJA at CSUEB faces is its lack of tenure track faculty. She called the number of full-time faculty members “very low” given the department’s nearly 400 majors. She noted other ways in which the department is handicapped by the lack of more full-time faculty:

- It is unable to offer classes frequently enough to permit majors to graduate in a timely fashion;
- Classes are overcrowded adding to instructor workloads and detracting from the quality of instruction;
- There is a shortage of faculty expertise in substantive areas, notably law enforcement;

Regarding the department’s outcomes and assessment mechanisms, the reviewer stated that the expected outcomes were “reasonable and comprehensive”, however the assessment mechanisms were incomplete and provided little indication of whether outcomes have been met. She further noted that there was little support or incentive for faculty members to spend the considerable amount of time and effort such a project would require.

The reviewer found the department’s five-year plan to be “reasonable and workable” though somewhat lacking in ambition. This, she stated, was not surprising given the “chronic lack of resources.” Her overall opinion of the plan was that it demonstrated that the department as a whole had not spent much time deriving a sense of itself or where it is going.

Further Concerns

- The program’s need for more depth, particularly in law-related areas
- The department should make better use of adjunct faculty
- The department secretary’s workspace is “completely inadequate”
- The secretary’s workload is exceptionally heavy for a single staff member

The outside reviewer found the department’s faculty to be “energetic and enthusiastic” with “many ideas and plans for the future”. She indicated that their primary impediment to achieving these goals is the lack of faculty resources which creates a “heavy workload” for faculty and provides them with little opportunity for careful discussion as a group.

3.2. Response to the outside reviewer's report

The department concurs with the outside reviewer's assessment of the department's weaknesses and how a shortage of tenure/tenure track faculty members affects the situation.

4. PROGRAM'S FIVE-YEAR STRATEGIC PLAN

As long as crime exists there will always be a need for the criminal justice system and thus always a need for criminal justice professionals. There is clearly an increasing need for professionals having well-grounded undergraduate as well as graduate educations. The Department of Criminal Justice Administration's plan for the next five years anticipates this need, while the department acknowledges that without a significant increase in faculty and university support it may not be able to sustain or increase the caliber of its program. The plan includes:

- Requesting additional full-time faculty. The ideal would be 7.5 faculty which is now at 4.5
- Submitting a new Masters Degree proposal with a significantly revised curriculum
- Further collaboration with military agencies regarding educational opportunities for the increasing number of military and ex-military personnel interested in criminal justice
- Developing a Center for forensic and criminal justice sciences enabling students and faculty to share research, trends and community service in their areas of interest
- Continuing the community outreach work of the department
- Developing additional courses such as Family Violence, Hate Crimes, Comparative Justice Systems and White Collar/Cyber Crimes, etc.
- Continuing the focus on developing student critical reasoning skills
- Continued work on developing an assessment mechanism

5. CAPR ANALYSIS OF THE PROGRAM'S FIVE-YEAR REVIEW

The program is well-considered, attracts students, and is effective. Also, faculty works well together and has created a solid and viable program. However, the program requires both resources and focus in order to move forward.

1. The lack of tenure-track faculty is a major concern, and since the oral review with CAPR, the chair of the department has announced her retirement. As a result, the request for tenure-track faculty is now more critical than ever. The reviewer notes that the lack of tenure-track faculty impacts the frequency with which courses are offered, creates gaps in expertise within the department (e.g. law enforcement), and causes overcrowding in classes. CAPR recommends that this be addressed.
2. The reviewer noted a lack of focus in the department. In addition, the reviewer expressed concern that the department does not hold regular faculty meetings for planning, etc. and, as a result, lacks a "sense of itself" as a department. CAPR recommends that such meetings be scheduled and held, and that in its annual report, the program confirm that these meetings are held and give a brief overview of the outcomes.

3. The department has a plan for assessment and is making slow progress; however, the plan is not fully formed and is currently not able to be implemented, again for resource reasons. Also, the department needs help in developing an assessment plan that is feasible, as it has been floundering. CAPR recommends that the program seek assistance from appropriate individuals, such as the AVP for Academic Programs and Graduate Studies and the AVP for Planning and Institutional Research. In addition, the department should report results to CAPR in its annual report.

CAPR RECOMMENDATION FOR CONTINUATION OF THE PROGRAM

CAPR recommends the continuation of the BS Criminal Justice Administration without modification. ~~however. CAPR also wishes to monitor the program annually in order to~~ ensure that a focused plan is created and progress is made on assessment. This ~~monitoring~~ will take the form of CAPR review of CRJA annual reports to evaluate efforts to address the concerns raised in this review. The date of the next Five-Year review will be ~~2013-2014~~ 2014-15 assuming the Academic Senate approves the delay of all program reviews by one year beginning 09-10.